

IDENTIFICATION OF MANAGERIAL POSITIONS

1. For purposes of this Letter, a managerial position is one in which the incumbent (1) directs the work of an organization, (2) is held accountable for the success of specific line or staff programs, projects, functions or activities, (3) monitors the progress of the organization toward goals and periodically evaluates and makes appropriate adjustments, and (4) performs most of the following duties:
  - a. Determines goals and develops plans for an organization independently of or jointly with higher management;
  - b. Contributes significantly to the determination of resource needs and allocation of resources, and is held accountable for their effective use;
  - c. Makes or recommends organizational changes which have considerable impact, such as those involving basic structure, operating costs, or key positions;
  - d. Considers a broad spectrum of factors when making decisions (or recommendations to higher-level management) including public relations, Congressional relations, labor-management relations, public policy stances, effect on other organizations and other parts of the organization, economic impact, and the like;
  - e. Coordinates program efforts with other internal activities or with the activities of other agencies;
  - f. Assesses the impact on organization programs of developments in other parts of the agency, in other Government entities, and in the private sector;
  - g. Sets policy for the organization in such areas as determining program emphases and operating guidelines; understands and communicates agency policies and priorities throughout the organization managed;
  - h. Deals with general personnel management policy matters affecting the entire organization, with personnel actions affecting key employees, or other actions with possible serious repercussions; and
  - i. Delegates authority to subordinate supervisors and holds them responsible for the performance of their organizational units.

2. While no specific grade or organizational level criteria would fit every situation, the following guidelines may be applied in identifying managerial positions:
  - a. The positions are usually at or above the GS-13 level (or equivalent). However in certain cases, particularly in the field, lower level positions may be included if the above duties are performed to a significant degree;
  - b. Usually, a manager's organization is subdivided into two or more units led by subordinate supervisors, but there may be exceptions; and
  - c. "Deputy" positions are included when the responsibility for managing the total organization is divided between the manager and the deputy; or when the deputy serves as an alter ego and assists the chief in all phases of the organization's work.
3. The above criteria are deliberately designed to be limited to positions with responsibility for directing the work of an organizational entity regardless of whether it is a "line" or a "staff" function. Thus, the head of a personnel, budget, or other administrative organization who exercises the responsibilities described above is a manager along with heads of "line" operational programs.
4. It is recognized that this definition excludes many positions which require a high degree of expertise in management subjects but which do not include responsibility for directing an organizational unit. Therefore, the definition excludes:
  - a. General staff assistants to top managers;
  - b. Positions at the first or second supervisory levels that primarily involve the duties outlined in the Supervisory Grade-Evaluation Guide, as distinguished from managerial duties; and
  - c. Nonsupervisory positions with responsibility for technical guidance of work performed by contractors, grantees, or personnel in other Government organizations.